



Government of Liberia

Formulation of a 10-Year National Capacity Development Strategy and Action Plan

Project Document

September 2007 – August 2008

Project Summary

The preparation of the Government of Liberia's 10-year Capacity Development Strategy and Action Plan will be informed by the country's national vision. The approach will begin with human capacity as the point of entry, but to ensure sustainability of human development, it will assess capacities needed and define the requisite capacity development strategies in an integrated manner, at the organizational level as well as within the enabling environment. The preparatory process, which is expected to last approximately six months, will be initiated through a stocktaking of previously conducted assessments, and a definition of priorities and capacity development strategies based on the PRS pillars. Recognizing the need for flexibility, mechanisms will be in place to accommodate refined priorities arising from the PRS, the decentralization and the visioning processes and other relevant initiatives. An assessment will then be conducted on these defined priority areas, with the process led by pillar focal points who will be supported by consultants. Self-assessments will be conducted by teams working with the focal points. The assessments will incorporate tools that will capture the needs of women, girls, men and boys for better targeting. The process has five workshops as milestones, each of which incorporates mechanisms for consultations with ongoing initiatives, so that the resulting plan can be a platform for action and provide a means of consolidating all capacity development initiatives. The national visioning and decentralization processes will be the main mechanisms for taking the process to the local level. The second half of the project will focus mainly on refining the action plan and implementing quick wins so that the implementation process can be managed by the different ministries.

The project will be implemented by UNDP through Direct Execution modality and eventually evolved into a National Execution modality. Its day-to-day running and operations will be managed by a Project Coordinator. Technical advisory services will be provided by a Capacity Development Adviser, and the project will be overseen by the National Capacity Development Steering Committee (NCDSC), which will report to the Liberia Reconstruction and Development Committee (LRDC) and ultimately to the Cabinet. The project Secretariat will be in the Ministry of Planning and Economic Affairs and the Project Coordinator will report to the Deputy Minister for Economic Affairs and Policy.

H/ABC



Country: Liberia

Executing Agency: UNDP DIRECT EXECUTION (DEX)/NATIONAL EXECUTION (NEX)

Implementing Agency: Ministry of Planning and Economic Affairs (MPEA)

Programme Period: September 2007 – August 2008

Project Title: Formulation of a 10-Year National Capacity Development Strategy and Action Plan

Project ID:

Project Duration: 1 Year

Management Arrangement: DEX/NEX

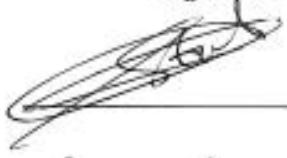

Budget: Amount after GMS/ISS is taken out

GMS/ISS Fee:

Total budget US \$950, 800

Allocated Resources:

- Government
 - Regular
 - RBA: US\$540,000
 - Other (s)
- Unfunded

	Signature	Date	Name/Title
Agreed by: Government of Liberia		21/11/07	Dr. Toga McIntosh Minister, Planning and Economic Affairs
Agreed by: UNDP		24/11/07	Jordan Ryan DSRSG/RC/HC UNDP Representative

1. Situation Analysis

Liberia's history is replete with a quarter century of political instability coupled with 14 years of civil strife. This has weakened state institutions and civil authority. The results of the 2005 general elections, which led to the inauguration of Mrs. Ellen Johnson-Sirleaf as the democratically elected 23rd President of Liberia, renewed the hopes and aspirations of many Liberians in their quest to rebuild their lives and country. These elections renewed the commitment to fight against societal ills such as corruption and undertake series of major reforms, specifically, the restructuring of the Government and the civil service and more broadly strengthening of governance capacities.

The Government of Liberia is currently preparing a four-year MDG-based Poverty Reduction Strategy to be implemented over the period 2008-2012. This PRS will build on the implementation of the Interim Poverty Reduction Strategy (IPRS) which will be completed in June 2008. At the same time the Government is currently preparing a national vision which will set out a national strategic agenda to be pursued over a thirty-year period. The effective implementation of these policy frameworks will largely depend on the availability of the requisite capacity in all branches of Government and private sector at the human, organizational and enabling environment. Failure to develop the required capacity may undermine national efforts to carry out reform, reconstruction of the country, stimulate economic growth and enhance human development. A number of interventions have been made in the last few years towards strengthening capacity of state institutions to effectively carry out their mandates. These interventions, with the support of development partners, include, among others, Civil Service Reform, Judicial Reform, Anti-Corruption Strategy, Code of Conduct for Public Officials, Legislative Capacity Building, and emergency capacity building initiatives such as the Liberia Emergency Capacity Building Support (LECBS) project, the Transfer of Knowledge Through Expatriate Nationals (TOKTEN), Senior Executive Service (SES) and the Governance and Economic Management Assistance Program (GEMAP).

Under the 150-Day Action Plan, an estimated 65 million USD was committed by development partners and the Government of Liberia for capacity development. Most of this amount was focused on economic revitalization which has oversight responsibility for GEMAP. Other key ongoing interventions are the *LECBS* programme, currently funded by the Open Society Institute (OSI) and the United Nations Development Programme (UNDP), and TOKTEN currently funded by UNDP and USAID to attract expatriate nationals and local professionals for periods up to 18 months in critical areas of public sector management and reform. The SES has been designed to attract and fund the availability of some 100 technically and professionally proficient Liberians across the public sector. All these initiatives have been designed to provide emergency response to critical capacity needs of Liberia.

Government is concerned that these capacity development initiatives should be effectively coordinated through a long-term capacity development strategy to ensure synergy among the various programmes. The strategy will therefore provide a cohesive platform for action within which these and other capacity building programmes will be guided and consolidated. The strategy will cover the public sector as well as the private sector and civil society organizations, and must be targeted at national and sub-national institutions. In addition, it will ensure that the impact of all policies and programmes on women and men is considered at every stage of the capacity development process, and that gender dimensions inform the choice of capacity building interventions¹.

Capacity development strategies are expected to focus on a selected number of priority areas. In the context of the IPRS and the forthcoming PRS, Government has identified four pillars that would form the basis for the

¹ The strategy of gender mainstreaming has now been widely by the UN as the means of attaining gender equality. According to this strategy, the impact of all policies and programmes on women and men should be considered at every stage of capacity development process, be it at the individual or institutional levels. In addition, it should any capacity assessment should incorporate tools that capture the needs of women, girls, men and boys for better targeting. In this way, it will be possible to address the needs and priorities of the population in a more targeted manner, paying attention to the peculiar needs of women, girls, men and boys.

development agenda. The pillars are (1) Enhancing national security, (2) Revitalizing the economy, (3) Strengthening governance and the rule of law, and (4) Rehabilitating infrastructure and delivering basic services. The 2006 Human Development Report for Liberia also identifies broadly the same priorities for human development agenda in Liberia. These two policy documents strongly emphasize the need to develop capacity in these priority areas. These pillars may change as the PRS is finalized and priorities are refined; the strategy will incorporate these emerging priorities.

A number of assessments have already documented the issue of weak capacity in Liberia. In light of this, the development of the capacity development strategy and the preceding assessment must build on these prior assessments. Three levels have been identified as the focus of capacity development in Liberia: (1) strengthening of human capacity; (2) strengthening of organizational capacity; and (3) establishing an enabling policy framework to enhance performance across all sectors and levels.

Across sectors, there is the need to increase the skills and qualifications of people, to reform institutions including working procedures and coordinating mechanisms, adjust national policies and regulations, and change value systems and attitudes in a way that meet the demands of national governance. In order to meet this challenge, partnerships will need to be forged between the government, development partners and private sector so that the capacity development interventions are well coordinated to have maximum impact.

2. THE PROJECT STRATEGY

2.1 *Guiding Principles*

The guiding principle for the approach to project implementation is that it will be based on Liberia's national priorities, as defined currently by the four pillars of the IPRS, yet will be flexible enough to take into account new priorities as identified during the drafting of the PRS and the national vision¹. The strategy will strive to consolidate the various capacity development initiatives into one cohesive platform for action and it will also strive to meet future capacity needs. The approach will begin with human capacity as the point of entry, but to ensure sustainability of human development, it will assess capacities needed at the organizational level as well as within the enabling environment. The process will build on existing consultative and participatory processes which are already in place to ensure national ownership. It will involve the public sector and private sector as well as civil society organizations. In addition, accountability mechanisms will be clearly defined for both the formulation and implementation of the ten-year national capacity development strategy and action plan. Finally, the approach will be designed such that it will develop capacity among all involved in the process during the course of the project.

2.2 *An Integrated Capacity Development Process*

The approach to the formulation of the ten-year national capacity development strategy and action plan will fully integrate the capacity assessment process and the definition of the capacity development strategies. Beginning with the end in mind, the project will identify priority areas to focus on and design the assessment in such a way to begin generating insights immediately into capacity development strategies needed to deliver on the country's priorities. Throughout the assessment process, there will be ongoing analysis of emerging findings to ensure that they will lead to relevant and actionable interventions.

¹A shared national vision is being articulated during the nation-wide consultation process to be endorsed subsequently by Government.

The approach consists of the following four phases:

2.2.1 Phase One: Project Launch

Reaching consensus on the approach and securing commitment of stakeholders

This involves the organization of a one-day consultative workshop to familiarize a core group of stakeholders with the overall project; agree on the approach for the capacity assessment and formulation of the capacity development strategy and action plan; and seek commitment from the different stakeholder groups.

The main objectives of this meeting, which was held on 30 August 2007, were to:

- Introduce the Government of Liberia UNDP-supported project for the formulation of a 10-year national capacity development strategy and action plan
- Discuss the proposed project that will support the formulation process, including the proposed approaches for the capacity assessment and the formulation of the national capacity development strategy and action plan
- Reach consensus and secure commitment of stakeholders on the way forward for implementation

Box 1: Consensus Building Meeting with Key Stakeholders

A key outcome of the meeting was agreement that the pillars of the IPRS would be the structure by which priority areas for assessment will be determined. It was further agreed that the determination of priorities would be completed by the Government by end of September 2007. (The Government may decide that there is opportunity to consolidate some of the Pillar objective areas and/or identify additional objective areas for assessment as appropriate.) Another key agreement reached was that a stocktaking of previous assessments will also be done to provide some guidance on the scope and depth that will be needed for the current assessment.

The meeting also agreed that for each pillar, the assessment will address both public and private sector, at the human, organizational, and enabling environment levels (public sector addressed first, private sector to follow). The Government agreed that for identified priority areas, it would begin the process of completing worksheets that identify human, organizational and enabling environment capacity development opportunities in the short-medium-and long-term. These opportunities will coincide with major milestones in the national development agenda: the midpoint of the implementation of the PRS in 2010, conclusion of implementation of the PRS in 2012 and the end of the national capacity development strategy and action plan itself in 2018. (See Project Inception PowerPoint presentation for sample worksheets for private sector and education.)

Furthermore, it was agreed that the entire assessment process (self-assessment and partner interviews) should be complete by end of November 2007 so that the results can feed into the PRS and national visioning processes. In the same vein, the national capacity development strategy and action plan should be completed before April 2008 so that it can feed into the national budget.

During the Project Launch phase, the project coordination structure will be established. Terms of reference for Pillar Focal Points, a Capacity Development Adviser and a Project Coordinator are annexed. In addition, all preliminary contacts will be made with key actors to sensitize them on the initiative.

Meeting #1: Project Launch Workshop (Mid December)

After the establishment of the project coordination structure and mobilization of resources, a project launch workshop will be organized. This meeting will bring together stakeholders from the Government of Liberia involved in the assessment and the formulation of the strategy to initiate the self-assessments. The main objectives of this workshop are to:

- Bring about a common understanding of the project approach and the timeframe
- Confirm the priority areas for assessment, as identified by the Government
- Review the preliminary inputs (worksheets)
- Review the inventory of assessment exercises to date
- Discuss process for developing self-assessment instruments (checklists), including responsibilities and timeframe

Developing the self-assessment instruments (checklists)

Following the Project Launch meeting, the Pillar Focal Points and working teams, with the support of the Capacity Development Adviser and technical advisers as necessary, will design a self-assessment instruments (checklist) for each objective area. The checklist will enable self-assessors to articulate their views of the current state and desired future state of the various functional capacities by asking a number of targeted questions. A draft checklist has been developed for the first objective (strengthening fiscal policy and financial management) under the IPRS pillar for the revitalization of the national economy. This draft checklist will be discussed and subsequently finalized by the Pillar Focal Point with input from the pillar working team, specifically representatives from the MoF and BoB. Similar checklists will be developed for each of the objectives, based on the same functional capacities and core issues.

In order to effectively assess the current capacity against a desired future capacity, the capacity status for each focus area will be ranked quantitatively using international standards which define the functional capacities, to the extent that they are available. These standards will be adapted to the Liberian context, and where they do not exist, national standards will be developed. The international standards adapted for the Liberian context will serve as indicators and provide a baseline against which to measure progress on an ongoing basis. The self-assessment will also ask for qualitative information, or evidence, to support the quantitative rankings. By the end of this phase, the self-assessment instruments will have been finalized.

During this phase, those selected to participate in the self-assessment will also have been designated and informed.

2.2.2 Phase Two: Capacity Assessment

Conducting the capacity assessment and identifying options for capacity development strategies

Approach: The assessment will be based on the four IPRS pillars but flexibility will be built into the approach so that additional information coming in from the PRS preparation, various ongoing assessments and policy and visioning processes can be factored into the assessment design.

Structure: A Focal Point will be designated for each pillar; terms of reference for the Pillar Focal Points are annexed. Each Focal Point will be supported by a team consisting of representatives from MDAs responsible for issues within the respective pillar to design and complete the assessment and technical advisers as necessary. Additionally, a number of representatives from the targeted ministries, departments and agencies will participate in the self-assessment process. The Capacity Development Adviser will provide guidance on the process as well.

Scope: The assessment will focus on the priority areas that will have been confirmed by the Government in the Project Launch step. Within each priority area, capacity of targeted parties to define, implement and monitor their mandate will be assessed; specifically, the assessment will address the following functional capacities: engagement of stakeholders, assessment of the situation and the creation of a vision, formulation of policy and strategies, budgeting and implementation; and monitoring and evaluation. Across these functional capacities, the following core issues will be addressed: leadership, knowledge services and learning, institutional reform, and accountability measures. The assessment will be carried out at the three levels of human, institutional and

enabling environment, taking into account the fact that whilst the main goal is to develop sustainable human capacity in Liberia, this will need to be anchored in a sound institutional and policy environment. The assessment will begin with public sector capacity; private sector capacity will be assessed at the midpoint of the PRS.

Meeting #2: Assessment Kickoff (end-November)

Once the preparatory work is completed, a workshop will be held to initiate the assessment process. Participants will include the Pillar Focal Points, the working teams, additional representatives who will be completing the self-assessment, the Capacity Development Adviser, and others as appropriate. The objectives of the assessment kickoff meeting will be to:

- Launch the capacity assessment phase
- Communicate participants' roles
- Review the capacity assessment methodology and process
- Ensure self-assessors' understanding of the checklist content: questions and ranking scheme
- Discuss timeframe

The outputs of this meeting are understanding of the self-assessment content (checklist) and process (actions and timing). The self-assessors will have two weeks to complete their self-assessments.

2.2.3 Phase Three: Analysis of Results

Analyzing results of the assessments and further preliminary capacity development strategy definition by pillar and across pillars

Upon submission of the self-assessments, the Pillar Focal Points will analyze the results within each of their pillars.

Meeting #3: Meeting to Share Preliminary Findings (end-January 2008)

Following the analysis of the self-assessments, a meeting will be held to discuss preliminary findings and build consensus on the results of the assessment. This meeting will bring together the Pillar Focal Points and working teams, those who conducted the self-assessments and other key stakeholders. The first half of the meeting will be by pillar: four separate meetings to discuss individual pillar findings. The second half of the meeting will bring all four pillars together to discuss cross-pillar findings. The objectives of the meeting will be to:

- Share findings from analysis of the self-assessments
- Determine whether additional areas need to be assessed
- Course-correct as necessary

Following the meeting to share preliminary findings, the Pillar Focal Points will conduct additional analysis of the assessment findings to identify gaps and the level of improvement required to continue to formulate capacity development strategies. The Capacity Development Adviser will work across pillars to identify areas of commonality, in terms of requirements and capacity development strategies. Also during this phase, the Capacity Development Adviser will identify and interview partners, and private sector representatives and others as appropriate to gather additional perspectives. This is an important step as it can help provide perspective on the self-assessment which by its very nature can be biased.

In addition, the Capacity Development Adviser will gather inputs from other ongoing capacity development initiatives, including the three ongoing capacity development programmes, namely the SES, TOKTEN and the LECBS, so that relevant information from these activities can be integrated into the 10-year national capacity development strategy and action plan. With reference to the IPRS, the project team will work with the LRDC on the monitoring and evaluation of capacity development interventions in the IPRS so that the outputs can also inform the strategy and action plan development.

Meeting #4: Meeting on Assessment Findings and CD Strategies (early February 2008)

This phase will culminate in a workshop whose main objectives are to:

- Share final analysis of the self-assessments, and discuss additional information gathered from reviews and interviews
- Brainstorm and refine capacity development strategies
- Review proposal on how the 10-year national capacity development strategy and action plan will be developed and how different initiatives, including working towards the national vision, fit into formulation of the strategy.

Participants in this meeting will include the designated focal points for these pillars, their support teams and partners.

2.2.4 Phase Four: Formulation of 10-Year National Capacity Development Strategy and Action Plan

Validating findings and further refining capacity development strategies

During this phase the Capacity Development Adviser will work with the focal points to integrate all the inputs from the previous consultation. A validation meeting will then be held to reach a consensus on the assessment outcomes, the capacity development strategies identified and the inputs received from the other initiatives and partners.

Drafting the ten-year national capacity development strategy and action plan

The Capacity Development Adviser will use the outcomes of these consultations to prepare the first draft of the 10-year national capacity development strategy and action plan. This strategy and action plan will include milestones that are correlated with the PRS process and will also have indicators that can be monitored.

Finalizing the ten-year national capacity development strategy and action plan

Meeting #5: Final Conference (end of February)

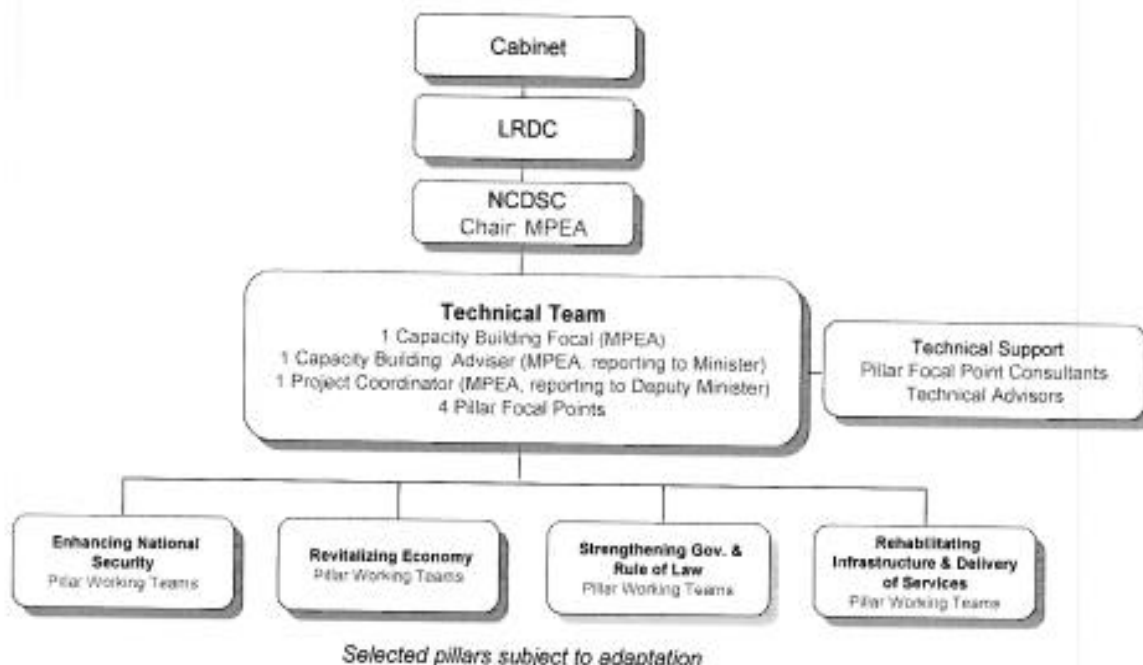
A final workshop will be organized with all stakeholders with the following objectives:

- Discuss draft of the ten-year capacity development strategy and action plan with a wide audience (draft will have been distributed prior to the meeting)
- Gain endorsement of 10-year capacity development strategy and action plan
- Discuss next steps

Implementation of the quick wins will commence immediately and during this period the action plan will be reviewed with all the major stakeholder groups and finalized.

2.3 Project Organizational Structure

Given the breadth of scope and complexity of the project, a well structured team will be required to manage and execute the work. The structure and definition of this team is described below:



3. MANAGEMENT ARRANGEMENTS

The project will be executed using a mix of DEX and NEX modalities. The DEX modality is permitted only in exceptional circumstances, such as post conflict countries, where the national government lacks technical capacities to manage programmes in its portfolio. Under this modality UNDP takes full responsibility for implementation, management and achievement of project objectives. The overall workplan of a DEX modality includes developing Government capacity so as to be able to phase out from the DEX mode and return to the national execution mode (NEX).

A National Capacity Development Strategy Committee (NCDSC), chaired by the Minister of Planning and Economic Affairs, and co-chaired by the Ministry of Education, will be the main decision making body at the project level and ensure the quality of outputs. This body will report to the Liberia Reconstruction and Development Committee (LRDC) on the project activities. The LRDC will in turn report to the Cabinet.

The MPEA will be the implementing agency and will serve as the project secretariat, and will have the overall responsibility for direction and oversight to the project. Day to day management of project activities and responsibility for the production of outputs will be carried out by the Project Coordinator. He/she will be responsible for reporting on progress to the Minister. The project coordinator will be supported by the Capacity Development Adviser.

4. RISKS

Securing resources. A primary driver of delay and inaction on a capacity assessment / development project is often getting / having the capacity on the ground to do the job. To keep to the time timeframe envisioned, work needs to begin immediately. It will be critical to secure the human resources detailed in the Project Document as quickly as possible to meet the tight timeframe for the project.

Managing the timeframe. The project has an ambitious timeframe and the potential for an unwieldy scope. Although the selection of which pillar objective areas to include is most likely a politicized activity, given the tight timeframe, the project team will have to manage aggressively the tradeoff between time and scope. It would be nice to have as much detail as possible on the capacity constraints in each objective area, but it is not

realistic to expect such, and a prioritization needs to occur. Possible options for doing so: objective areas can be condensed; some could be addressed at a later time; some not at all. Capacities could be assessed in much depth for only a handful of objectives.

Planning for the unexpected. The preparatory steps often take much longer than expected, and the project gets delayed in getting off the ground. In particular, steps that frequently delay the process are defining the scope (in this case, determining which pillars objectives / areas will be assessed; how deeply each pillar will be assessed), developing the instrument (what functional and technical capacities will be assessed using what questions and indicators); and building consensus (are all stakeholders on board). *Bringing on spot consultant(s) is envisioned to "jumpstart" the process.*

Getting the right team mix. Capacity assessment and the formulation of capacity development strategies require a broad mix of skills and perspectives. *There need to be resources familiar with the process to manage the steps; those with technical expertise in areas of particular interest (e.g., trade or education); and cross-cutting thematic experts (e.g., gender, HIV/AIDS).*

5. MONITORING AND EVALUATION

The project will adhere to UNDP's standards and procedures for review, monitoring and evaluation. The annual work plans will be prepared with the active involvement of the technical team and shared with the NCDSC for promoting transparency of operations and integrity of the project commitments. The Results Framework will be adjusted as necessary and such adjustments will be shared with the NCDSC.

Quarterly reports and annual reviews will be shared with the project board to assess all the project components. There will also be a mid-term evaluation for the project.

6. LEGAL CONTEXT

The project document shall be the instrument referred to as such in the standard basic assistance agreement signed between the Government of Liberia and the United Nations Development Programme.

The following types of revisions to the project document can be made with the sole signature of the UNDP Resident Representative or the UNDP Country Director, provided the other signatories have no objections.

- a. Revisions to any of the annexes to the project document or additions to each.
- b. Revisions that do not imply significant changes in the immediate objective or the results of the activities of the project provided that the changes are due to a redistribution of the inputs previously agreed upon, and increment in expenses due to inflation, or other reasons.
- c. Obligatory annual revisions to modify the agreed inputs of the projects as a result of an increment in experts' costs, inflation or any other kind of justified cause.

Any changes in the duration, amount of project and or provisions of the services to be rendered by the UNDP will be subject to consultation of the parties, in order to reach a joint agreement.

7. EXIT STRATEGY

The main mechanism of the exit strategy is to ensure that the capacity is built within the Government to undertake capacity assessments, define capacity development strategies, and implement the interventions and the accountability mechanisms. Thus the preparation phase will also be a capacity development exercise in itself.

Subsequent to the preparation of the strategy and action plan, the capacity development adviser will work with the different ministries and stakeholders on the implementation of the quick wins. At the same time capacities of the different ministries will be strengthened so that they can take the implementation process forward, and to institute the necessary accountability mechanisms. Particular emphasis will be placed on the Ministry of Planning and Economic affairs in terms of coordinating the implementation of the action plan.

ANNEX 1 – RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Results Framework: Capacity is built in at all levels to achieve national development goals in the medium and long-term as stipulated in the PRS and in the National Vision.
Outcome Indicators:
<ul style="list-style-type: none"> • The human resource base is sustainable and functional. • Institutions are performing and meeting their targets. • Policies and legislation that promote are in place equitable sustainable development.
Partnership Strategy:
<ul style="list-style-type: none"> • Coordinate with the following bureaux: BCP, BDP, RBA. • Work with ongoing donor funded programs. • Forge regional partnerships with training institutions. • Leverage the ongoing capacity development initiatives • Foster complementarity of activities and resources
Programme title and number: Formulating the 10-Year National Capacity Development Strategy and Action Plan

Intended Outputs	Output Indicators	Indicative Activities	Inputs	Time Frame (Sept 07 –Aug 08)							
				Q 1 Sept-Dec 07	Q 2	Q 3	Q 4				
1 Project Initiation and start-up	Adequate resources mobilized for the project	1.1 Set up project secretariat and hire core technical staff (CD Adviser, Project Coordinator, secretariat staff, and support services) 1.2 Advocacy/public information for the project 1.3 Conduct Project Launch workshop	Requisite resources 5,000	81,200	81,200	81,200	81,200				
	Technical Assistance	1.4 Hire short-term technical consultants to undertake capacity assessments and finalise project'. 1.5 SURF support 1.6 Sustained support to ministries and agencies in defining CD strategies and action plans 1.7 In-country/regional missions integrate with other on-going initiatives	Workshop facilities 5 P.Mo (fees and travel) 8 P.Mission (travel & DSA) National consultants Tickets/DSA	10,000	75,000	40,000	20,250	20,250	20,250	12,500	12,500
2 Assessment by based on priorities defined	Self-Assessment finalized, and integrated into other	2.1 Design checklists, complete self- assessment, analyse results and disseminate results		20,000							

2 TOR prepared; 5 consultants will be recruited each allocated to the four IPSP pillars, 2 for basic services and infrastructure

Intended Outputs	Output Indicators	Indicative Activities	Inputs	Time Frame (Sept 07 -Aug 08)			
				Q 1 Sept-Dec 07	Q 2	Q 3	Q 4
	assessment information available	2.2 Hold workshop to share preliminary findings	Workshop facilities printing costs 5 P-Mo	10,000	25,000		
		2.3 Hire Consultants to undertake additional assessment based on gaps in strategic areas		50,000			
3 Capacity Assessment	Cross Pillar analysis drafted	3.1 Conduct Cross Pillar Analysis, draft document with results of assessment and present results in workshop - Final Report on Capacity Assessment and CD strategy options produced	Workshop facilities, printing and dissemination costs	10,000	XXXX		
4 Formulation of 10Yr National Capacity Development Strategy and Action	10 Yr NCDSAP endorsed	4.1 Prepare first Draft of 10 Yr CDSAP	5 P-Mo Technical Advisers in priority areas	50,000			
		4.2 Hold Final Conference with all stakeholders			20,000		
		4.3 Train Government officials for management, monitoring and implementation of the plan as part of the exit strategy	Technical papers, etc		XXXX		
		4.4 Action Plan Meeting		10,000			
		4.5 Implementation of quick wins		150,000			
		4.6.10 Publication NCDSAP		20,000			XXXX
TOTAL				950,800	540,200	210,200	100,200

ANNEX 2: Terms of Reference

Capacity Development Adviser (CDA): Formulating National Capacity Development Strategy and Action Plan -

Project Coordinator: Formulating National Capacity Development Strategy and Action Plan

Pillar Focal Point: Formulating 10-Year National Capacity Development Strategy and Action Plan

Capacity Development Adviser (CDA): Formulating National

Capacity Development Strategy and Action Plan - Monrovia, LIBERIA

Application Type :

Job ID/Title : Capacity Development Adviser: Formulating National Capacity Development Strategy and Action Plan

Category :

Brand :

Post Level :

Application Deadline : September 15, 2007

Duty Station : Monrovia, LIBERIA

Type of Contract : ALD International

Post Number
(for 100 Series Contracts)

Languages Required : English

Starting Date
(date when the selected candidate is expected to start) October 1, 2007

Duration of Initial Contract : 12 months

Expected Duration of Assignment :

Background :

The Government of Liberia has recently finalized an Interim Poverty Reduction Strategy (IPRS) as a framework policy document to guide socioeconomic development activities from mid 2006 through mid 2008. The IPRS will be followed by the formulation of a four-year MDG-based Poverty Reduction Strategy to be implemented over the period 2008-2012. At the same time the Government has signed a project document for the preparation of a national vision that will set out a national strategic agenda to be implemented over a twenty-year period. Effective implementation of these framework policy initiatives depends crucially on the availability of the requisite capacity in all branches of the state and at various levels. Failure to develop capacity across the branches of the state may undermine the efforts of Government to carry out a reconstruction of the country, stimulate economic growth and enhance human development. The 2006 Human Development Report for Liberia also identifies the need for human development in Liberia.

While the main goal is to develop sustainable human capacity in Liberia, capacity development needs to occur simultaneously across three interrelated levels of capacity development: human, institutional and enabling environment, taking into account the fact that human capacity needs to be anchored in a sound institutional and policy environment.

To ensure a well functioning whole, efforts are underway to address capacity development not only at the national-level public sector, but also in sub-national institutions, as well as among the private sector

A number of interventions have been made in the last few years to strengthen capacity of state institutions to effectively carry out their mandates. These interventions, with the support of development partners, include, among others, Civil Service Reform, Judicial Reform, Anti-Corruption Strategy, Code of Conduct for Public Officials, Decentralization, Legislative Capacity Building, and emergency capacity building initiatives such as the Liberia Emergency Capacity Building Support (LECBS) project, the Transfer of Knowledge Through Expatriate Nationals (TOKTEN), Senior Executive Service (SES) Governance and Economic Management Assistance Program (GEMAP).

Project Objectives:

The overall goal of the project is to formulate a 10-year national capacity development strategy and action plan. Specifically, the objectives are to design and conduct a capacity assessment; formulate capacity development strategies; and draft and finalize the national capacity development strategy and action plan.

The project will focus on the public sector, but look at interactions with the private sector and civil society. The project will focus on the national level, but look at the interactions with the local levels.

The capacity assessment and the capacity development strategies are expected to focus on a selected number of priority areas, as outlined in the IRPS: (1) Enhancing national security, (2) Revitalizing the national economy, (3) Strengthening governance and the rule of law, and (4) Rehabilitating infrastructure and delivering basic services.

Project Approach :

The team will identify key focus areas within each IPRS priority area (based on the objectives within each in the IPRS). Across each focus area, several functional capacities will be assessed in order to identify the capacity assets and needs associated with each. Among the functional capacities to be assessed are: engagement of stakeholders, assessment of the situation and the creation of a vision, formulation of policy and strategies, budgeting and implementation; and monitoring and evaluation. Across these functional capacities, the following core issues will be addressed: leadership, knowledge services and learning, institutional reform, and accountability measures. The assessment will be carried out at the three levels of human, institutional and enabling environment.

Additional perspectives will be gathered from a variety of stakeholders: partners, donors, private sector and civil society. These perspectives, along with the results of the self-assessment, will be analyzed for insights by IPRS pillar as well as cross-pillar.

These insights will lead to the formulation of the 10-year national capacity development strategy and action plan, which will be developed through a series of consultations and workshops.

Working Arrangements:

This adviser will reside in the Ministry of Planning and Economic Affairs (MPEA) and work along with a Capacity Development Focal Point in the Ministry and designated IPRS Pillar Focal Points, one per Pillar. The role will be supported by one Project Coordinator.

The adviser will report to the Minister of Planning and Economic Affairs.

Description of Responsibilities :

The Capacity Development Adviser (CDA), in liaison with the National Capacity Development Strategy Committee (NCDSC) MPEA Capacity Development Focal Point, will be responsible for the overall management, coordination and supervision of the 10-year national capacity development strategy and action plan formulation project. The Capacity Development Adviser's duties are to:

Assessment & Analysis

- Work with key focal points to design assessment approach and work-plan and develop assessment instruments
- Design and facilitate assessment kickoff **meeting**
- Provide policy advice and technical support to the Pillar Focal Points in managing self-assessment process
- Support Pillar Focal Points in analyzing self-assessment input
- Design and facilitate **meeting** to review preliminary assessment findings
- Map ongoing policy initiatives (e.g., national visioning, PRS preparation, decentralization and civil service assessments) and capacity development programmes (e.g., TOKTEN, SES) and determine how they fit in the 10-year national capacity development strategy and action plan
- Gather input from key stakeholders, e.g., private sector, donors, CSOs.

Strategy Formulation

- Analyze findings across pillars and identify cross-pillar capacity development opportunities
- Define follow up capacity assessment questions by pillar with each Pillar Focal Point
- Identify and engage with technical experts in areas that require further assessment and/or support as capacity development strategies are being developed
- Organize and facilitate periodic cross-pillar meetings
- Produce final cross-pillar capacity assessment report
- Design and facilitate **meeting** to review final assessment results and preliminary capacity development strategies
- Formulate capacity development strategy and action plan, including short-, medium- and long-term national capacity development strategic goals, objectives, monitoring indicators, and action plans
- Hold individual and group consultations with key stakeholders to review draft capacity development strategy and action plan
- Design and facilitate consensus-building **meeting** to discuss capacity development strategy and action plan

National Capacity Development Strategy and Action Plan

- Draft a comprehensive strategy and action plan, pulling together the results of this project, the Decentralization assessment and the Civil Service Capacity Building project (to the extent that results from these projects are

available in the timeframe of this project)

- Carry out training for the ministries during the initial implementation phase as part of the exit strategy,
- Manage the review process for the action plan and incorporate comments

Oversight and Administration

- Prepare a detailed work plan for the project
- Review project reports, as prepared by the Project Coordinator

Assignment Deliverables :

The key deliverables to be produced as result of this project include:

- Successful conduct of assessment kickoff meeting. This meeting will introduce the process of capacity assessment and formulation of capacity development strategies to the people designated to participate in the process.
- Successful conduct of three meetings: 1) review preliminary assessment results; 2) discuss cross-pillar opportunities and formulate capacity development strategies; and 3) build consensus on 10-year national capacity development strategy and action plan
- Cross-pillar assessment report. This report will contain results of the cross-pillar analysis, detailing current and desired capacities, capacity gaps and an articulation of capacity development strategies in the short-, medium- and long-term
- 10-Year National Capacity Development Strategy and Action Plan. A document that details the capacity development vision for the nation across all levels and sectors, and that incorporates various capacity development initiatives. The document also includes articulation of activities and associated indicators.
- Knowledge transfer to MPEA Capacity Development Focal Point.

Competencies :

- Demonstrated analytical skills
- Knowledge of capacity assessment methodologies and capacity development strategies
- Knowledge of relief to development transition and post-conflict environment
- Mature personality, capable of handling sensitive situations, and ability to establish professional rapport within Government and amongst Liberia's key development partners
- Proven ability in organizing and facilitating senior-level engagements and meetings
- Ability to work under pressure and meet strict deadlines
- Team player and self-starter
- Proven flexibility and dedication, with a disciplined work ethic
- Excellent written and oral English, with good report-writing skills

Qualifications :

- A Masters degree or higher in international relations; economics; political sciences; development or related discipline
- Minimum of 10 years of post-qualification experience with increasing responsibility in the field of capacity development
- A demonstrated ability in managing similar projects, and liaising and cooperating with all project personnel including government officials, civil society organizations and private sector
- Experience in facilitating multi-sector consultative processes
- Computer literacy is vital

Project Coordinator: Formulating National Capacity Development Strategy and Action Plan - Monrovia, LIBERIA

Application Type :

Job ID/Title : Project Coordinator: Formulating National Capacity Development Strategy and Action Plan

Category :

Brand :

Post Level :

Application Deadline : September 15, 2007

Duty Station : Monrovia, LIBERIA

Type of Contract :

Post Number
(for 100 Series Contracts)

Languages Required : English

Starting Date
(date when the selected candidate is expected to start) October 1, 2007

Duration of Initial Contract : 12 months

Expected Duration of Assignment :

Background:

The Government of Liberia has recently finalized an Interim Poverty Reduction Strategy (IPRS) as a framework policy document to guide socioeconomic development activities from mid 2006 through mid 2008. The IPRS will be followed by the formulation of a four-year MDG-based Poverty Reduction Strategy to be implemented over the period 2008-2012. At the same time the Government has signed a project document for the preparation of a national vision that will set out a national strategic agenda to be implemented over a twenty-year period. Effective implementation of these framework policy initiatives depends crucially on the availability of the requisite capacity in all branches of the state and at various levels. Failure to develop capacity across the branches of the state may undermine the efforts of Government to carry out a reconstruction of the country, stimulate economic growth and enhance human development. The 2006 Human Development Report for Liberia also identifies the need for human development in Liberia.

While the main goal is to develop sustainable human capacity in Liberia, capacity development needs to occur simultaneously across three interrelated levels of capacity development: human, institutional and enabling environment, taking into account the fact that human capacity needs to be anchored in a sound institutional and policy environment.

To ensure a well functioning whole, efforts are underway to address capacity development not only at the national-level public sector, but also in sub-national institutions, as well as among the private sector.

A number of interventions have been made in the last few years to strengthen capacity of state institutions to effectively carry out their mandates. These interventions, with the support of development partners, include, among others, Civil Service Reform, Judicial Reform, Anti-Corruption Strategy, Code of Conduct for Public Officials, Decentralization, Legislative Capacity Building, and emergency capacity building initiatives such as the Liberia Emergency Capacity Building Support (LECBS) project, the Transfer of Knowledge Through Expatriate Nationals (TOKTEN), Senior Executive Service (SES) and the Governance and Economic Management Assistance Program (GEMAP).

Project Objectives:

The overall goal of the project is to formulate a 10-year national capacity development strategy and action plan. Specifically, the objectives are to design and conduct a capacity assessment; formulate capacity development strategies; and draft and finalize the national capacity development strategy and action plan.

The project will focus on the public sector, but look at interactions with the private sector and civil society. The project will focus on the national level, but look at the interactions with the local levels.

The capacity assessment and the capacity development strategies are expected to focus on a selected number of priority areas, as outlined in the IRPS: (1) Enhancing national security, (2) Revitalizing the national economy, (3) Strengthening governance and the rule of law, and (4) Rehabilitating infrastructure and delivering basic services.

Project Approach :

The team will identify key focus areas within each IPRS priority area (based on the objectives within each in the IRPS). Across each focus area, several functional capacities will be assessed in order to identify the capacity assets and needs associated with each. Among the functional capacities to be assessed are: engagement of stakeholders, assessment of the situation and the creation of a vision, formulation of policy and strategies, budgeting and implementation; and monitoring and evaluation. Across these functional capacities, the following core issues will be addressed: leadership, knowledge services and learning, institutional reform, and accountability measures. The assessment will be carried out at the three levels of human, institutional and enabling environment.

Additional perspectives will be gathered from a variety of stakeholders: partners, donors, private sector and civil society. These perspectives, along with the results of the self-assessment, will be analyzed for insights by IPRS pillar as well as cross-pillar.

These insights will lead to the formulation of the 10-year national capacity development strategy and action plan, which will be developed through a series of consultations and workshops.

Working Arrangements :

This coordinator will reside in the Ministry of Planning and Economic Affairs (MPEA) and report to the Deputy Minister.

Description of Responsibilities :

The Project Coordinator, in liaison with the National Capacity Development Strategy Committee (NCDSC) and the Capacity Development Adviser, will be responsible for the day-to-day coordination and administration of the project. The project coordinator's duties are to:

- Prepare a detailed work plan for the project
- Draft terms of reference for consultants and meetings (in consultation with the NCDSC and the Capacity Development Adviser)
- Identify and engage the national experts and institutions (in consultation with the NCDSC and Capacity Development Adviser)
- Organize and support workshops and meetings, as required during the project; produce workshop/meeting reports
- Prepare project reports, for review by the Capacity Development Adviser
- Undertake project-related duties

Assignment Deliverables :

The key deliverables to be produced as result of this project include:

- Detailed project workplan
- Terms of reference for consultants and key meetings
- Meeting/workshop reports
- Periodic project reports
- Knowledge transfer to Government counterparts
- 10-Year National Capacity Development Strategy and Action Plan. A document that details the capacity development vision for the nation across all levels and sectors, and that incorporates various capacity development initiatives. The document also includes articulation of activities and associated indicators.

Competencies :

- Excellent written and oral English, with good report-writing skills
- Knowledge of capacity assessment methodologies and capacity development strategies
- Knowledge of relief to development transition and post-conflict environment
- Mature personality, capable of handling sensitive situations, and ability to establish professional rapport within Government and amongst Liberia's key development partners
- Proven ability in organizing senior level engagements and meetings
- Ability to work under pressure and meet strict deadlines
- Team player and self-starter
- Proven flexibility and dedication, with a disciplined work ethics

Qualifications :

- Advanced degree (at least Masters degree) in international relations; economics; political sciences; development or related discipline

- A minimum of 5 years working experience in capacity development
- A demonstrated ability in coordinating similar projects, and liaising and cooperating with all project personnel including government officials, civil society organizations and private sector
- Computer literacy is vital

Pillar Focal Point: Formulating 10-Year National Capacity Development Strategy and Action Plan - Monrovia, LIBERIA

Background :

The Government of Liberia has recently finalized an Interim Poverty Reduction Strategy (IPRS) as a framework policy document to guide socioeconomic development activities from mid 2006 through mid 2008. The IPRS will be followed by the formulation of a four-year MDG-based Poverty Reduction Strategy to be implemented over the period 2008-2012. At the same time the Government has signed a project document for the preparation of a national vision that will set out a national strategic agenda to be implemented over a twenty-year period. Effective implementation of these framework policy initiatives depends crucially on the availability of the requisite capacity in all branches of the state and at various levels. Failure to develop capacity across the branches of the state may undermine the efforts of Government to carry out a reconstruction of the country, stimulate economic growth and enhance human development. The 2006 Human Development Report for Liberia also identifies the need for human development in Liberia.

While the main goal is to develop sustainable human capacity in Liberia, capacity development needs to occur simultaneously across three interrelated levels of capacity development: human, institutional and enabling environment, taking into account the fact that human capacity needs to be anchored in a sound institutional and policy environment.

To ensure a well functioning whole, efforts are underway to address capacity development not only at the national-level public sector, but also in sub-national institutions, as well as among the private sector.

A number of interventions have been made in the last few years to strengthen capacity of state institutions to effectively carry out their mandates. These interventions, with the support of development partners, include, among others, Civil Service Reform, Judicial Reform, Anti-Corruption Strategy, Code of Conduct for Public Officials, Decentralization, Legislative Capacity Building, and emergency capacity building initiatives such as the Liberia Emergency Capacity Building Support (LECBS) project, the Transfer of Knowledge Through Expatriate Nationals (TOKTEN), Senior Executive Service (SES) ; Governance and Economic Management Assistance Program (GEMAP).

Project Objectives:

The overall goal of the project is to formulate a 10-year national capacity development strategy and action plan. Specifically, the objectives are to design and conduct a capacity assessment; formulate capacity development strategies; and draft and finalize the national capacity development strategy and action plan.

The project will focus on the public sector, but look at interactions with the private sector and civil society. The project will focus on the national level, but look at the interactions with the local levels.

The capacity assessment and the capacity development strategies are expected to focus on a selected number of priority areas, as outlined in the IPRS: (1) Enhancing national security, (2) Revitalizing the national economy, (3) Strengthening governance and the rule of law, and (4) Rehabilitating infrastructure and delivering basic services.

Project Approach :

The team will identify key focus areas within each IPRS priority area (based on the objectives within each in the IPRS). Across each focus area, several functional capacities will be assessed in order to identify the capacity assets and needs associated with each. Among the functional capacities to be assessed are: engagement of stakeholders, assessment of the situation and the creation of a vision, formulation of policy and strategies, budgeting and implementation; and monitoring and evaluation. Across these functional capacities, the following core issues will be addressed: leadership, knowledge services and learning, institutional reform, and accountability measures. The assessment will be carried out at the three levels of human, institutional and enabling environment.

Additional perspectives will be gathered from a variety of stakeholders: partners, donors, private sector and civil society. These perspectives. Along with the results of the self-assessment, will be analyzed for insights by IPRS pillar as well as cross-pillar.

These insights will lead to the formulation of the 10-year national capacity development strategy and action plan, which will be developed through a series of consultations and workshops.

Working Arrangements :

The Pillar Focal Point role will reside within the primary Ministry for the selected pillar and work with the Capacity Development Adviser and Capacity Development Focal Point, both in the Ministry of Planning and Economic Affairs, as

well as with the three other Pillar Focal Points.

Description of Responsibilities :

The Pillar Focal Point, in liaison with the Capacity Development Adviser (CDA) and the National Capacity Development Strategy Committee (NCDSC), will be responsible for the coordination and supervision of the self-assessment of capacity development viz the selected pillar. The Pillar Focal Point's duties are:

- Design and prepare the pillar assessment checklist in consultation with the Capacity Development Adviser
- Manage implementation of the self-assessment
- Analyze pillar results, in conjunction with Capacity Development Adviser and Capacity Development Focal Point
- Define follow-up capacity assessment questions with support of Capacity Development Adviser and Capacity Development Focal Point, and manage gathering input on such
- Produce assessment report.
- Assist the Capacity Development Adviser in integrating into the capacity development strategy and action plan the results and lessons from other ongoing programmes, e.g., national visioning, development of the PRS, civil service functional review, and decentralization
- Facilitate analysis and sharing of information within and across pillars regarding capacity development opportunities
- Attend project meetings: assessment kickoff; review of preliminary assessment results; review of final assessment results and capacity development strategies; validation of capacity development strategy and action plan

Project Deliverables :

The key deliverables to be produced as result of this project include:

- Cross-pillar assessment report. This report will contain results of the cross-pillar analysis, detailing current and desired state of capacities, capacity gaps and an articulation of capacity development strategies in the short-, medium- and long-term
- 10-Year National Capacity Development Strategy and Action Plan. A document that details the capacity development vision for the nation across all levels and sectors, and that incorporates various capacity development initiatives. The document also includes articulation of activities and associated indicators
- Knowledge transfer to Government capacity development focal point.

Competencies :

- Excellent written and oral English, with good report-writing skills
- Mature personality and capable of handling sensitive situations
- Proven ability in organizing senior level engagements and meetings
- Ability to work under pressure and meet strict deadlines
- Team player and self-starter
- Proven flexibility and dedication, with a disciplined work ethic